Governance Strengthening Project (GSP/Taqadum)

Quarterly Performance Report (Y3Q4)

July 1, 2014 – September 30, 2014

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Contents

ACRONYMS

AP	Associated Press
COR	Council of Representatives
COMSEC	Council of Ministers Secretary
DMAT	Decentralization Mapping and Analysis Tool
ESDO	Essential Service Delivery Oversight
HCCP	High Commission for Coordination among Provinces
GO	Governor's Office
GSP/Taqadum	Governance Strengthening Project/Taqadum
ICI	Intergovernmental Coordination Improvement
IOM	International Organization for Migration
IPD	Internally Displaced Persons
ISCI	Islamic Supreme Council of Iraq
ISIL	Islamic State of Iraq and Levant
OCHA	Office of the Coordination of Humanitarian Affairs
PC	Provincial Council
PG	Provincial Government
PMAC	Prime Minister's Advisory Council
PPDC	Provincial Planning and Development Council
SC	Sectoral Subcommittees
SDPS	Service Delivery Performance Standards
SDSR	Service Delivery Status Report
STTA	Short Term Technical Advisors
TF	Task Force
UN	United Nations
USAID	United States Agency for International Development

COUNTRY SITUATION OVERVIEW

Upon assuming office as Iraq's prime minister, Mr. Haider al-Abadi prioritized decentralization as a paramount theme in his platform. In addition to establishing a national guard with recruits and leadership conscripted from local populations, al-Abadi indicated that he supports providing greater autonomy to provincial governments to ensure basic services are delivered across all sectors.

"We have to move away from governing from the center, which is Baghdad, and having to decide all the details for the different governorates – that's important for us," al-Abadi said in an interview on September 17 with The Associated Press. "We want to have a real federal state according to the constitution," by increasing provincial power and involving them more in the central government's decision-making for the whole of Iraq.

Al-Abadi's support would give decentralization efforts a solid boost. In 2013, parliament revised a law on provincial powers to disperse authority, but the changes were never implemented. However, decentralization also encounters obstacles between Baghdad and the provinces regarding issues ranging from annual budgets, investment, security, sharing of resources and balance of powers.

SUMMARY

As per Section F.7A (a) of Contract AID-267-C-11-00006, this Quarterly Performance Report summarizes the activities and accomplishments of the Governance Strengthening Project (GSP/Taqadum) for the fourth quarter of FY2014, from July 1, 2014 to September 30, 2014. This quarter began the third phase of the project, which initiated activities focused on decentralization planning and implementation. Specific activities included:

1. Identifying and listing functions relevant to decentralization;
2. Assigning functions to the appropriate level of governments and/or organization (National, Provincial Directorates, and Governor Office/Provincial Council);
3. Performing legal, structural, administrative, and financial analysis of functions to determine the feasibility for the assigned organization to undertake the function;
4. Determining the appropriate mechanisms for accountability and oversight in performing the function al the provincial level;
5. Providing recommendations for short-term vs. long-term decentralization actions necessary for long term sustainability of function performance;
6. Providing recommendation for the proposed actions to be taken concurrently, prior and/or after the decentralization of a function; and
7. Providing key indicators for monitoring the success of a function after decentralization.

By the end of July, GSP/Taqadum had supported the formation of the task forces, provided capacity building and orientation regarding their mission, and helped form the subcommittees that are responsible for decentralization for each of their respective directorates.

This functional and administrative analysis targeted the Health, Education, and Municipalities and Public Works ministries. An example of the impact this analysis can have is on the hiring of teachers. Currently a national ministerial function, during the functional mapping and analysis process, it was determined that this function does not fall under the tasks of the national government of setting national policy, priorities, and standards. Therefore, this function was advised to be delegated to the local governments. However, in order to

Interviewed during the workshop, Mr. Cameron Berkuti, GSP/Taqadum Chief of Party, talked about the Project's decentralization approach and goal of the workshop

transfer this function to the provincial education directorate, the local governments require a capacity assessment analyzing competencies such as organization structure, staffing, authority, laws and regulations, facilities and equipment, and funding.

Despite the precarious political and security situation, officials from both the central and provincial governments continue to express support and commitment to the GSP/Taqadum's decentralization activity.

GSP/Taqadum achieved the quarterly objectives in each of the five targeted PCs. In addition, the project was also able to address some of the objectives of the PC directories, such as including services improvement standards in their upcoming strategic plans, in accordance with Law 21.

GSP/Taqadum workshops, including the Decentralization Mapping and Analysis Tool (DMAT) Workshop held in Erbil September 28-30, 2014, are used to shorten the time and save resources to produce replicable approach and results as much as possible, and having PGs' staff to do the decentralization data collection, mapping, and analysis by themselves with GSP/Taqadum assistance.

GSP/TAQADUM DECENTRALIZATION APPROACH

In January 2014, GSP/Taqadum developed and presented the Law 21 roadmap to local and national government leadership in Iraq at a national exhibition conference. This unprecedented event secured national and provincial government buy-in for the roadmap. The current phase of the Project began in July 2014.

The first step in the process was the formation of task forces (TF) and sector sub-committees (SCs) in each of the targeted provinces. The groups were created in May through June 2014. SCs in each province were formed representing health and education. Six SCs were also established for municipalities and public works (Municipality-City Center, Municipalities-Outside city, water and sewer, planning, and planning and follow-up).

The TF consists of the PC Chair or Vice Chair, governor or his deputy, and eight ministry directors in the provinces. Each sector sub-Committee consists of functional managers in the directorates, representatives from the PC, and the governor. Both TFs and SCs were provided an orientation on project objectives, approach, phases, and expectations. They were also trained in change management, decentralization in the Iraqi context, and public-private partnership for service delivery.

In the second step of the process, subcommittees were trained on data collection using assessment questionnaires developed by the project team. The questionnaires aim to elicit views, perspectives, and experiences of the personnel in the provincial directorates regarding the current situation in the province concerning "core" issues of administrative decentralization.

GSP/Taqadum provides an opportunity to develop a more comprehensive and unified Intergovernmental Coordination Improvement (ICI) plan, which could be replicated by other provinces by fostering cross-provincial exchange of ideas, knowledge, practices, and

suggestions. As the plans are developed and finalized, the five provincial task forces will merge their transition plans and timetables for decentralization into one plan to be presented to the High Commission for Coordination among Provinces (HCCP) for approval.

GSP/Taqadum staff from Wasit explaining to the newly established Task Force GSP/Taqadum's decentralization activities and the concept of change management in a capacity building training session conducted early July 2014

YEAR 3 QUARTER 4 ACTIVITIES

Formation and Capacity Building of Task Forces

During the past quarter, GSP/Taqadum continued working closely with the targeted PGs helping them to understand the new law. In addition, the project assisted the PGs to identify challenges associated with the new law and means to address them. GSP/ Taqadum worked closely with the task forces conducting several workshops and meetings in Baghdad, Wasit, Erbil, Babil and Najaf focusing on building capacity and encouraging the local governments to take part in promoting the implementation of Law 21.The training covered the concepts of change management, public and private sector partnership and service delivery standards and indicators.

In addition to helping to increase technical capacity, GSP/ Taqadum staff, task force member, and sector subcommittees determined the best methodology and tools for data analysis and functional mapping and developed criteria for the transfer of functions. The number of provincial staff who participated in the Capacity Building on Decentralization workshop was 413 (335 male & 78 female), while the targeted number of the participants was 160 (128 male & 32 female). The workshop, which developed and rolled out the

In parallel to decentralization activities, the team also provided technical assistance to the targeted PGs Departments (Health, Education and Municipalities) on how to extract service indicators to address gaps and fill out the data collection form, developed by GSP/ Taqadum, in order to assess the current service delivery situation in the targeted directorates. More than 260 subnational entities received GSP/Taqadum assistance in improving their performance. This number greatly surpassed the target for the quarter which was 50.

As an example, Essential Service Delivery Oversight (ESDO) health members, senior officials of Babil Health Directorate, GSP/Taqadum, and USAID field staff conducted site visits to several health institutions in the province to test health indicators cited in the Service Delivery Status Report (SDSR). During the site visit, several service delivery issues were identified, such as lack of specialized staff, poor maintenance procedures, lack of organized outpatient services, and lack of qualified ambulance staff. The team also noted that there was a lack of coordination between primary health care centers and specialist clinics. This type of field testing enabled the ESDO team and health officials to make effective recommendations to be included in the SDSR to develop a realistic Service Improvement Plan.

'As- Is' Situation Analysis for Task Forces

A core activity of each the task force is to develop an in-depth understanding of the three targeted ministry directorates including structures, functions, responsibilities, and resources and to consider how they are currently constituted (as-is) and how they might be constituted at devolution (to-be). The assessment includes:

- Analysis of each directorate and their vertical and horizontal links with their respective ministries and departments respectively;
- Analysis of organizational structures and functions in each directorate and governor's office;
- Analysis of core services and how they are currently being delivered;
- Analysis of the current resources and skillsets in each of the relevant offices; and
- A review of the current legal and regulatory framework.

GSP/Taqadum field staff led a series of technical meetings throughout the quarter to plan the data analysis phase. The objective was to get the field staff acquainted with the methodology and tools to be used to analyze the "as-is" situation and criteria to be applied for the transfer of functions. During the meeting, functions performed at the provincial and federal levels were identified based on the assessment form developed by GSP/Taqadum and completed by targeted directorates, and current laws and regulation.

In light of the recent changes in the political landscape in Iraq, the new Prime Minister has given his assurances that he will support the ministerial reduction and transfer of authorities to provinces. This encouraging political support enhances the principle of decentralization and makes the implementation of Law 21 Article 45 more feasible.

With announced support from the central government, sub-national governments now more than ever must take the necessary steps to prepare to capitalize on the positive change of attitude towards decentralization. GSP/Taqadum hopes seize this momentum to assist the central and regional governments in the implementation of Article 45.

GSP/Taqadum project staff along with two short term technical advisors, Decentralization Advisor Mr. Shabbir Cheema and Health Decentralization Advisor Mr. David Kelaher, held a 3-day meeting the second week of July with the leading GSP/Taqadum technical team members. Participants engaged in in-depth discussions and deliberation to achieve the following objectives:

- Develop methods for data summarizing and analysis;
- Develop methods for mapping out functions at both central and directorate levels;
- Identify strategic roles and functions at the central level; and
- Develop specific criteria for the transition of functions.

At the end of the three-day session, GSP/Taqadum staff was better prepared to discuss and resolve decentralization issues which they may face during implementation and are armed with a clear and practical approach and methodology.

In the five targeted provinces of Babil, Baghdad, Diwaniyah, Najaf and Wasit, GSP/Taqadum's methodology for identifying and summarizing the data in the assessment forms was explained to the sub-committees of three sectors (Education, Health, and Municipalities and Public Works).

In a 3-day meeting held in mid-July, GSP/Taqadum staff and Mr. Cheema and Mr. David Kelaher engaged in in-depth discussions to develop methods for data summarizing and analysis and mapping out of functions.

Participants gained a better understanding of the current situation of their respective directorates and how to use the "as-is" report as a tool for further functional mapping.

In August and September 2014, GSP/Taqadum teams continued presenting the initial assessment of the "as-is" situation based on collected data to the targeted sector sub-committees of Health, Education, Municipalities, Water, Sewage, Urban Planning, and Planning Directorates.

The purpose of the GSP/Taqadum's approach for "as-is" situational analysis is to examine general patterns in organizational development, financial management, service delivery, and legal aspects to address core decentralization issues such as links and relationships between ministries and directorates, ministries and GO, and directorates and GO. Roles, responsibilities, and authority of local departments, and existing capacity and gaps at the provincial level in directorates and GO were also analyzed.

The next steps in the decentralization process are (1) to review and discuss the "as-is" situational analysis with each sub-committee and TF; (2) to refine the initial list of functions and transfer criteria; (3) to identify potential functions that could be transferred based on uniform transfer criteria; and (4) to develop recommendations for the transfer of functions by sub-committees and task force in each province. Then, the consensus phase of the project with the other targeted provinces and ministries will begin.

Starting in June 2014, GSP/Taqadum staff worked on analyzing the current financial status of the provincial targeted directorates, in order to discuss the potential role and structure of the Treasury Department after the transfer of functions and authorities. The first meeting was held in early July with a Wasit GO representative, the Treasury Department, and financial units in the targeted directorates' to discuss the results of the analysis and formulate recommendations. In the first week of September, GSP/Taqadum staff held a meeting to discuss the current financial status of provincial directorates with Second Deputy to Governor of Diwaniyah, Governor's Assistant for Administrative Affairs, Governor's Assistant for Financial Affairs, and Finance and Auditing Department Managers of provincial targeted directorates. Participants agreed on the basic outline of core issues with respect to financial aspects. The Second Deputy Governor consulted with representatives of provincial directorates regarding plans for the transfer of functions and authorities. Another meeting was held in the third week of September with 15 financial officials representing the Babil Treasury Department and Directorates of Health, Education, and Municipalities, and the USAID field monitor.

The aim of these meetings was to discuss the role of the Treasury after the transfer of the authority, which financial management system should be used after the transfer, and the role of Treasury in investment and operation budget preparation. Participants identified a cash distribution mechanism, what financial authorities are needed after the transfer, and identified a financial reporting mechanism and organizational chart for the Treasury after the transfer of power.

On the legal side, GSP/Taqadum developed a three-phase plan to identify and studying the laws conflicting with Law 21 and give recommendations about how to deal with these law or amend them.

The first phase focused on identifying the laws related to the decentralization and studying their functions; the second phase worked with the targeted PCs and GOs on specified the laws in the targeted ministries that conflicted with Law 21. The analysis then identified the function of the laws and informed the required recommendations. The third phase will present the results to the TF and focus on implementing change as needed.

Lastly, the project team facilitated a meeting in Diwaniyah in the second week of September with the second Deputy Governor, Assistant Governor for Administrative Affairs, and heads and section managers of the Directorates of Education, Health, and Municipalities to acquaint participants with the laws governing the work of targeted directorates. Participants discussed challenges facing the transfer of authorities, and agreed on a set of recommendations and suggestions, including:

- Transferring the ownership of real estate from the Ministry of Municipalities and Public Works to the Province;
- Training the administrative staff of targeted directorates to take on the new responsibilities;
- Granting legal status to directorates that do not enjoy legally representation in courts;
- Replacing outdated laws related to the Ministry of Health; and
- Establishing committees in targeted provinces to identify authorities to be transferred to the Governor and determine laws which are inconsistent with the transfer of authorities and functions.

The GSP/Taqadum team achieved two main goals this quarter. The first was convincing the targeted subcommittees and TF to collect and compile the targeted ministerial laws, undertake functional mapping, create a list with the three targeted ministerial laws and regulations, and identify the joint laws between the ministries. The other key achievement was the COR reading the proposed law for MOH on September 24, 2014. However, the law does not acknowledge contradictions to the transfer of MOH directorates per Article 45 of Law 21 as amended to the provinces. Thus, GSP/Taqadum assisted the targeted provinces in sending letters to the COR and the central government regarding this contradiction. After a week the proposed law was removed from the COR website.

Service Delivery Performance Standards (SDPS)

GSP/Taqadum has assisted provincial governments in forming Essential Service Delivery Oversight (ESDO) working groups to measure and increase the level of essential services in underserved neighborhoods and to put together a service improvement plan for the Municipal, Health, and Education sectors. Subsequently, ESDO working groups have been provided technical assistance to update existing Service Delivery Performance Standards (SDPSs), or adopt new ones. These groups also help to determine gaps between service delivery standards and indicators, and provide recommendations to improve essential service delivery. ESDO is a

collaborative effort among the PCs, the GO, and the directorates. The purpose of ESDO is to establish service indicators and standards, determine gaps in services, and then, take measures to reduce or eliminate the gaps.

Babil ESDO unit members and health officials conduct site visits to health institutions to test indicators cited in the service delivery status report.

Each of the target provinces (Baghdad, Wasit, Babil, Diwaniyah and Najaf) approved an ESDO action plan during the extension period that includes timelines for submitting a status report of the services, a service improvement plan, and a timeline for presenting the service improvement plan to the Task Force of each of the target provinces to gain their approval.

Service departments of the three Ministries in all targeted provinces have adopted the service delivery performance standards (SDPS) for all sectors (Municipality, Municipalities, Water, Sewage, Health and Education).

In the pre-extension period of the project, GSP/Taqadum assisted in the establishment of the Provincial Planning and Development Council (PPDC), an advisory body created to help in provincial planning. The Babil PPDC is one of the active PPDCs that works to develop and sustain its' activities after GSP/Taqadum's support. In efforts to ensure sustainability, the Babil PPDC used the Service Delivery Status Report (SDSR), recently issued by targeted Directorates in assistance with GSP/Taqadum, as an input to identify program and project priorities.

The Babil Deputy Governor, Dr. Haider al-Jubouri, and head of the Babil PPDC requested a meeting the third week of September with GSP/Taqadum staff to be briefed about the SDSR development's methodology and content. Dr. Al-Jubouri was impressed by the scientific and data-driven approach used in the development of the report and commended the efforts of GSP/Taqadum staff in developing the draft gap analysis and prioritization template. He stated that "using the clear approach and methodology of GSP/Taqadum has been reflected positively on the provincial planning." The Deputy Governor of Babil added that "local departments are required to use indicators and standards developed in cooperation with GSP/Taqadum in their 2015 annual plans, otherwise, their plans will not be considered."

Health representatives in the Babil ESDO unit during their site visit to the Hillah Teaching Hospital to test health indicators.

As a result, prompted by GSP/Taqadum's approach in the development of the SDSR, the Babil GO issued an official letter requesting ministerial departments to include service standards, indicators, SWOT analysis, and gap identification analysis when drafting their annual plans.

Additionally, several key provincial and directorate officials in the targeted provinces have indicated the necessity to include other non-targeted directorates of Sports and Youth, Labor and Social Affairs, Agriculture, Finance and Housing in GSP/ Taqadum Decentralization Activities Plan. Participants were pleased with the project's approach and were interested to learn more about how to map and analyze these functions.

Decentralization Mapping and Analysis Tool (DMAT)

GSP/Taqadum continues to hold meetings with subcommittees of targeted directorates to introduce the Project's Decentralization Mapping and Analysis Tool (DMAT) and review each directorate's list of functions.

In Baghdad, GSP/Taqadum staff explained the DMAT to the subcommittees of the directorates of Education of Karkh, Health of Risafa, Municipalities, as well as the Governor's Office. Participants engaged in an exercise on how to use the DMAT template.

GSP/Taqadum conducted training on how to use the DMAT form to members from Wasit PC and the subcommittees of Education, Health, Urban Planning, Municipalities, and Sewage Directorates. Participants provided feedback in order to revise and improve a few points in the DMAT form. In Babil, Diwaniyah, and Najaf, GSP/Taqadum staff trained targeted subcommittees on how to fill out the DMAT forms and engaged participants in a practical exercise to map and analyze the selected functions.

GSP/Taqadum organized a three day training workshop (September 6-8. 2014) in Erbil with the aim of reviewing the draft DMAT and preparing the project staff members to apply DMAT during a meeting of provincial sector subcommittees.

The first day of the workshop was conducted for the staff to learn about the design and application of the tool. On the second day, the workshop welcomed eight officials representing the Provincial Governments of Baghdad, Diwaniya and Najaf, as well as the USAID – GSP/Taqadum COR, Mr. Abdul Kareem Kassim. Participants were put into groups and provided the tools and functions to apply the instrument and note comments. On the last day, GSP/ Taqadum staff members revised the DMAT and discussed the next steps to implement DMAT specifically regarding timing and approach.

More than 100 participants, including key officials from the national and provincial governments, US Consul General in Erbil, and representatives of targeted directorates in Baghdad and Wasit, attended the first day of GSP/Taqadum's Decentralization Workshop held at the end of September.

Addressing the participants during the Decentralization Workshop held in Erbil, the US Consul in Erbil, Mr. Joseph Pennington, stresses the US government's strong commitment to advancing democracy and good governance in Iraq.

Another major DMAT-related activity was the workshop at Erbil's Rotana Hotel September 28-30, focusing on the transfer of functions from Ministries of Education, Health, and Municipalities and Public Works to local governments per Article 45 of Law 21. This workshop was the beginning of the third major phase of the project: Analysis of Functions Using the DMAT. It consisted of three concurrent workshops for the sector sub-committees (Education, Health, and Municipalities and Public Works) in all targeted provinces.

With more than 100 participants from national and provincial governments, the three day workshop attracted significant media interest, as more than 35 news agencies attended the event. The participants list included the USA Consul General in Erbil, a representative of the Council of Representatives (COR), Chair head of the COR's Committee for Governorates Affairs, a representative of the Second Iraq Vice President, a representative of the Head of the Islamic Supreme Council of Iraq (ISCI), COR members, advisors from Prime Minister Advisory Council (PMAC), Deputy Governors, PC Members, Deputy of the Secretary General of the Council of Ministers (COMSEC), representatives of the Ministry of Education, representatives of the subcommittees of the Directorate of Health, Education, and representatives from the provinces of Baghdad and Wasit, USAID COR of GSP/Taqadum, and USAID Regional representative.

The goal of the workshop was to identify and list decentralization-related functions, assign functions to the appropriate level of government, perform legal, structural, administrative, and financial analysis of functions, and determine the appropriate mechanism for accountability and oversight in performing the function at the provincial level. Over the course of the three day workshop, participants were engaged in discussing and reviewing the lists of ministerial functions to identify which of the functions should be transferred to the local level and which should remain at the national level.

The workshop recommendations included the establishment of four categories for functions – immediate transfer, transfer within six months, transfer after a year, and remain at the national level. Restructuring the governor and ministerial directorates in a manner that is consistent with the transfer of functions, each targeted province was advised to continue to work on additional functions that were not discussed in the Erbil workshop. Citizen Participation criteria was also advised to be reviewed again and included in the essential and appropriate functions.

This workshop was initially planned to have all the SCs from the five targeted provinces and representatives from the targeted ministries. However, due to Iraqi airline problems, only SCs from Baghdad and Wasit along with representatives from the Ministry of Education were able to attend. As an observer, representatives from the Diyala Provincial Councils also attended the workshop.

ANNEXES

Annex A

Statute of GSP/ TAQADUM Activities Progress

Table 1: Formation, Capacity Building & Data Collection Progress

Province	TF orientation	TF Capacity building	Directorate	Sub-Comm. Formation	Sub-comm. Orientation	Capacity Building	Data collection
Baghdad	✔	✔	Municipality	✔	✔	✔	✔
			Health	✔	✔	✔	✔
			Education	✔	✔	✔	✔
Babil	✔		Municipality	✔	✔	✔	✔
			Health	✔	✔	✔	✔
			Education	✔	✔	✔	✔
Diwaniyah	✔	✔	Municipality	✔	✔	✔	✔
			Health	✔	✔	✔	✔
			Education	✔	✔	✔	✔
Najaf	✔		Municipality	✔	✔	✔	✔
			Health	✔	✔	✔	✔
			Education	✔	✔	✔	✔
Wasit	✔	✔	Municipality	✔	✔	✔	✔
			Health	✔	✔	✔	✔
			Education	✔	✔	✔	✔

✓   *Activity is completed*

Table 2: 'As-Is' Situation Analysis Progress

Municipality	Baghdad	Wasit	Babil	Najaf	Diwaniyah
Review the completed assessment forms by the sub-committees for completeness and tabulate them	✓	✓	✓	✓	✓
Review and analyze the completed assessment form by staff to determine "As-Is" situation	✓	✓	✓	✓	✓
Present "As-Is" situation to subcommittees	✓	✓	✓	✓	✓
Identify initial functions list by GSP team	✓	✓	✓	✓	✓
Develop Decentralization Mapping and Analysis Tool (DMAT) for assigning functions to an appropriate level of government and analysis to determine the feasibility of transfer-by GSP Team	✓	✓	✓	✓	✓
Review and discuss initial functions list, identify additional functions, and apply DMAT by the sub-committee	✓	✓	✓	✓	✓
Complete DMAT by GSP staff	•	•	•	•	•
Present final draft DMAT to subcommittees	•	•	•	•	•
Present DMAT to TF					
Hold sessions with each provincial SC to draft short and long-term Intergovernmental Cooperation Improvement (ICI) plans for administrative decentralization					
Develop and finalize (ICI) report for task force presentation meeting					
TF holds a meeting for SCs to present ICI Plan for approval, including plans for transfer of fiscal authority and changes in the administrative structure					
Health	Baghdad	Wasit	Babil	Najaf	Diwaniyah
Review the completed assessment forms by the sub-committees for completeness and tabulate them	✓	✓	✓	✓	✓
Review and analyze the completed assessment form by staff to determine "As-Is" situation	✓	✓	✓	✓	✓
Present "As-Is" situation to subcommittees	✓	✓	✓	✓	✓
Identify initial functions list by GSP team	✓	✓	✓	✓	✓
Develop Decentralization Mapping and Analysis Tool (DMAT) for assigning functions to an appropriate level of government and analysis to determine the feasibility of transfer-by GSP Team	✓	✓	✓	✓	✓
Review and discuss initial functions list, identify additional functions, and apply DMAT by the sub-committee	✓	✓	✓	✓	✓
Complete DMAT by GSP staff	•	•	•	•	•
Present final draft DMAT to subcommittees	•	•	•	•	•
Present DMAT to TF					
Hold sessions with each provincial SC to draft short					

	Baghdad	Wasit	Babil	Najaf	Diwaniyah
and long-term Intergovernmental Cooperation Improvement (ICI) plans for administrative decentralization					
Develop and finalize (ICI) report for task force presentation meeting					
TF holds a meeting for SCs to present ICI Plan for approval, including plans for transfer of fiscal authority and changes in the administrative structure					
Education	**Baghdad**	**Wasit**	**Babil**	**Najaf**	**Diwaniyah**
Review the completed assessment forms by the sub-committees for completeness and tabulate them	✓	✓	✓	✓	✓
Review and analyze the completed assessment form by staff to determine "As-Is" situation	✓	✓	✓	✓	✓
Present "As-Is" situation to subcommittees	✓	✓	✓	✓	✓
Identify initial functions list by GSP team	✓	✓	✓	✓	✓
Develop Decentralization Mapping and Analysis Tool (DMAT) for assigning functions to an appropriate level of government and analysis to determine the feasibility of transfer-by GSP Team	✓	✓	✓	✓	✓
Review and discuss initial functions list, identify additional functions, and apply DMAT by the sub-committee	✓	✓	✓	✓	✓
Complete DMAT by GSP staff	•	•	•	•	•
Present final draft DMAT to subcommittees	•	•	•	•	•
Present DMAT to TF					
Hold sessions with each provincial SC to draft short and long-term Intergovernmental Cooperation Improvement (ICI) plans for administrative decentralization					
Develop and finalize (ICI) report for task force presentation meeting					
TF holds a meeting for SCs to present ICI Plan for approval, including plans for transfer of fiscal authority and changes in the administrative structure					

✓ Activity is completed

• Activity is in process

Table 3: The ESDO Status

	Municipality				
	Baghdad	Wasit	Babil	Najaf	Diwaniyah
ESDO Action plan adopted	NA	✓	✓	✓	✓
SDPS adopted	NA	✓	✓	✓	✓
SDSP indicators submitted	NA	✓	✓	✓	✓
ESDO start analysis services Gaps	NA	✓	✓	✓	✓
ESDO issued Services delivery status report	NA	✓	✓	✓	✓
Municipality Directorate issued Service Delivery Improvement Plan		✓			

Baghdad has no Municipality

Municipalities					
	Baghdad	Wasit	Babil	Najaf	Diwaniyah
ESDO Action plan adopted	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓
SDSP indicators submitted	✓	✓	✓	✓	✓
ESDO start analysis services Gaps	✓	✓	✓	✓	✓
ESDO issued Services delivery status report	✓	✓	✓	✓	✓
Municipalities Directorate issued Service Delivery Improvement Plan					
Water					
	Baghdad	Wasit	Babil	Najaf	Diwaniyah
ESDO Action plan adopted	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓
SDSP indicators submitted	✓	✓	✓	✓	✓
ESDO start analysis services Gaps	✓	✓	✓	✓	✓
ESDO issued Services delivery status report	✓	✓	✓	✓	✓
Water Directorate issued Service Delivery Improvement Plan					
Sewer					
	Baghdad	Wasit	Babil	Najaf	Diwaniyah
ESDO Action plan adopted	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓
SDSP indicators submitted	✓	✓	✓	✓	✓
ESDO start analysis services Gaps	✓	✓	✓	✓	✓
ESDO issued Services delivery status report	✓	✓	✓	✓	✓
Sewage Directorate issued Service Delivery Improvement Plan					
Health					
	Baghdad	Wasit	Babil	Najaf	Diwaniyah
ESDO Action plan adopted	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓
SDSP indicators submitted	•	✓	•	✓	✓
ESDO start analysis services Gaps	•	✓	•	✓	✓
ESDO issued Services delivery status report	•	✓	•	✓	✓
Health Directorate issued Service Delivery Improvement Plan					
Education					
	Baghdad	Wasit	Babil	Najaf	Diwaniyah
ESDO Action plan adopted	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓
SDSP indicators submitted	✓	✓	✓	✓	✓
ESDO start analysis services Gaps	✓	✓	✓	✓	✓
ESDO issued Services delivery status report	✓	✓	✓	✓	✓
Education Directorate issued Service Delivery Improvement Plan					

✓ *Activity is completed*

• *Activity is in process*

Annex B

Performance Indicators

No	Indicator		Annual Target	Actual All Provinces Year-to-Date	Variance All Provinces Year-to-Date	Actual ALL Provinces - Y3Q4	Year 3 Quarter 4 ONLY						
							Babil	Baghdad	Diwaniyah	Diyala	Kirkuk	Najaf	Wasit
1	Number of Decentralization Action Plans Developed and Submitted to HCCP		0	-	-	-	Not Applicable this Quarter						
2	Number of Provincial Local Administration Structures to Manage Decentralization Defined		0	-	-	-	Not Applicable this Quarter						
3	Number of Provincial Staff that Participated in Capacity Building on Decentralization	Total	160	413	253	413	73	128	66	5	-	62	79
		Male	128	335	207	335	59	101	58	4	-	47	66
		Female	32	78	46	78	14	27	8	1	-	15	13
4	Number of Service Delivery Improvement (SDI) Plans Drafted		0	-	-	-	Not Applicable this Quarter						
5	Number of Provincial Sectoral Performance Standards Developed with Line Ministries to Address Service Delivery Issues		0	-	-	-	Not Applicable this Quarter						
6	Number of Sub-national Entities Receiving GSP/Taqadum Assistance that Improve their Performance		50	263	213	263	47	65	54	3	-	38	56

Annex C

Staffing

Table 1: Long term Support and Professional Staff

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Ibrahim Dawood Abed	Procurement Specialist	Admin.	Chemonics (IDS)	Long-Term	13-Jul-14	
Mohammed Ali Daham Zamily	Project Specialist - Legislative	Program	Chemonics (IDS)	Long-Term	16-Jul-14	
Omar Seerwan Nooruldeen Meriwani	IT Specialist	Admin	Chemonics (IDS)	Long-Term	22-Jul-14	
Saba Ramadhan Hasan	Office Administrator	Admin	Chemonics (IDS)	Long-Term	24-Jul-14	
Ahmed Mohammed Salih Abd Alhassan	Legislative Specialist	Program	Chemonics (IDS)	Long-Term	4-Aug-14	
Dheyaa Sahib Ajib	Service Delivery Specialist	Program	Chemonics (IDS)	Long-Term	5-Aug-14	
Harith Amir Mohammed	Project Specialist- Organizational Development	Program	Chemonics (IDS)	Long-Term	7-Aug-14	
Jamal Hanna Shaaya Inkawi	Logistic Coordinator	Admin.	Chemonics (IDS)	Long-Term	10-Aug-14	
Ruba Mohammed AbdulKadhum Alassaly	Project Specialist - Budgeting	Program	Chemonics (IDS)	Long-Term	20-Aug-14	
Baraa Abdulwaheed Mahgoob	Service Delivery Specialist	Program	Chemonics (IDS)	Long-Term	1-Sep-14	
Ammar Mohamed Hasan Karem Altimimi	Project Specialist - Budgeting	Program	Chemonics (IDS)	Long-Term	21-Sep-14	
Hayder Naji Shihab Al-Jorani	Project Specialist - Legislative	Program	Chemonics (IDS)	Long-Term	21-Sep-14	
Maytham Mohammed Al-Qayyim	Provincial Coordinator	Program	Chemonics (IDS)	Long-Term	21-Sep-14	

Ammar Hikmat Sulaiman Dawood	Provincial Coordinator	Program	Chemonics (IDS)	Long-Term	24-Sep-14	
Lukman Jawad Jalal	Project Specialist-Organizational Development	Program	Chemonics (IDS)	Long-Term	24-Sep-14	
Khalid Ahmed Abbas Al-Dujaili	Logistics & Procurement Coordinator	Admin.	Chemonics (IDS)	Long-Term		31-Jul-14
Sahar Ali Abdulridha Al-Shammari	Office Administrator	Admin	Chemonics (IDS)	Long-Term		31-Jul-14
Ghassan Makki Kadhim	Service Delivery Specialist	Program	Chemonics (IDS)	Long-Term	04-Aug-14	17-Aug-14
Kamal Mohammed Jassem Al-Sultani	Project Specialist - Legislative	Program	Chemonics (IDS)	Long-Term		08-Sep-14

Table 2: Short-term Technical Assistance

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Ghulam Shabbir Cheema	Program	Decentralization & Intergovernmental Coordination Advisor	Chemonics (HO)	Short-Term	9-Jul-2014	21-Aug-2014
David Kelaher	Program	Decentralization Advisor to Ministry of Health	Chemonics (HO)	Short-Term	9-Jul-2014	31-Jul-2014
Daniel Vose	Program	Manager/HO	Chemonics (HO)	Short-Term	3-Aug-2014	25-Aug-2014
Zuheir Al-Kayed	Program	Organizational Development and Decentralization	Chemonics (HO)	Short-Term	21-Sep-2014	
Intisar Al-Qsar	Program	Communication Specialist	Chemonics (HO)	Short-Term	28-Sep-2014	30-Dec-2014

Table 3: USAID/Iraq - Prime Contractor/Grantee Staffing in IRAQ Breakdown BY NATIONALITY

Directions: include staff count as of quarter end.		
No.	Nationality	Contractor/Grantee Employee count
1	Canada	1
2	Iraq	73
3	Morocco	1
4	United Kingdom of Great Britain and Northern Ireland	1
5	United States of America	2
Total		**78**

Annex D

Completed and Ongoing Procurements

Procurement Activity	Achievements and Status
Extending Blanket Purchase Agreement GSP-BPA-13-13	The Extending Blanket purchase agreement GSP-BPA-13-13, Airline Ticket booking services was signed with Merjan for travel & Tourism on July 1, 2014 with time duration till Dec 15, 2014. Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-14-14	The Extending Blanket purchase agreement GSP-BPA-14-14, Printing and design service was signed with Creative Media on July 1, 2014 with time duration till Dec 15, 2014. Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-14-15	The Extending Blanket purchase agreement GSP-BPA-14-15, Printing and design services was signed with Dan for Printing on July 1, 2014 with time duration till Dec 15, 2014. Status: in Process
Extending Blanket Purchase Agreement GSP-BPA-14-16	The Extending Blanket purchase agreement GSP-BPA-14-16, Videography and Photography services were signed with Dar Al Faisal Media Production July 1, 2014 with time duration till Dec 15, 2014. Status: in Process
Blanket Purchase Agreement GSP-BPA-14-17	The Extending Blanket purchase agreement GSP-BPA-14-17, HP cartridges services were signed with Jannat Al-Farah Co .on July 1, 2014 with time duration till December 15, 2014 Status: in Process
Blanket Purchase Agreement GSP-BPA-14-18	The Extending Blanket purchase agreement GSP-BPA-14-18, Stationary services were signed with Dar Al -Meezan Co. on July 1, 2014 with time duration till December 15, 2014. Status: in Process
Workshop "Decentralization Mapping and Analysis Tool" DMAT held in Erbil on Sep 6-9, 2014 For GSP Technical Staff Held in Erbil on September 6-9, 2014.	GSP/ Taqadum procured accommodation, air-tickets, and training halls with projector, sound system, stationary, meals and tea breaks for attendees. Status: Complete
Workshop "Decentralization Mapping and Analysis Tool" DMAT held in Erbil on Sep 28-30, 2014 For participants from Baghdad, Diyala and Wasit Held in Erbil on March 13-14, 2014.	GSP/ Taqadum procured accommodation, air-tickets, and training halls with projector, sound system, stationary, meals and tea breaks for attendees. Status: Complete

Anticipated Major Procurements for Y3 Q4
• Stationery and materials for GSP/ Taqadum activities.   • Printing Taqadum legacy reports, brochures and manuals for all partner provinces.   • Workshop "Decentralization Mapping and Analysis Tool" DMAT held in Erbil on October 23-25, 2014.

Annex E

Cost Sharing

Province	Activity Cost Sharing
Babil	$15,286
Baghdad	$62,912
Diwaniyah	$29,803
Diyala	$1,556
Najaf	$32,226
Wasit	$35,278
Total	**$177,062**